

2007 Business Plan

Orange County Department Of Child Support Services

We help parents provide financial support for their children. (Their hair is quite a different story.)





On the cover: The Orange County Child Support Services 2006 Child Support Awareness Month Poster.



ORANGE COUNTY DEPARTMENT OF
CHILD SUPPORT SERVICES
JAN STURLA, DIRECTOR

STEVEN ELDRED
CHIEF DEPUTY DIRECTOR

WINNIE HEWETT
DEPUTY DIRECTOR
ADMINISTRATIVE SERVICES

Dear Colleagues,

Planning is one essential part of the successful work performed by the Orange County Department of Child Support Services (CSS). The 2007 Business Plan reflects the outcomes of these planning efforts. Future business practices and how we will meet the challenges ahead are also shared. The Federal Fiscal Year 2006 achievements include increases in the percentage of current support and arrears collections, cases with orders established, and paternity establishment. Per case collections also reached an all-time high of \$1,818 in 2006.

Challenges in 2007 will include the implementation of the California Child Support Automation System (CCSAS), a declining budget, and the new medical support enforcement mandates. An Organizational Development Team (ODT) was created in 2006 to identify the most significant short and long-term challenges for CSS, both internally and externally. The ODT's ongoing work will guide future business decisions and practices. Where necessary, a redesign of core functions will take place to ensure the most effective and efficient services are provided to our customers.

CSS will implement CCSAS in the summer of 2007. With this implementation, efficiencies to improve customer service, enhance performance, and increase collections are expected. New technology is also being used to better serve staff and customers. A new customer service check-in system was implemented that allows tracking of services requested and monitors customer wait time in the public service area. New, online services are also available on the CSS internet website that allow clients to initiate an application for child support services or request a modification of a child support order. These technology tools, among others, are improving customer service and providing efficiencies for staff and clients.

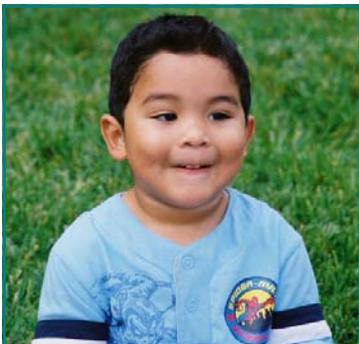
CSS staff is committed to providing high quality services to the children and families of our community. My thanks are extended to CSS staff for their efforts in helping families achieve self-sufficiency in the past year. I look forward to 2007 in our continuing effort to make a great community even better.

Sincerely,

Jan Sturla
Director

TABLE OF CONTENTS

<i>Executive Summary</i>	<i>4-5</i>
<i>Vision and Mission and Performance Measurement</i>	<i>6</i>
<i>Performance Criteria</i>	<i>7-12</i>
<i>Big 6 Comparison</i>	<i>13</i>
<i>Solving the 2007 Business Puzzle</i>	<i>14-15</i>
<i>Communication Strategies</i>	<i>16</i>
<i>Department Organization</i>	<i>17-20</i>
<i>Essential Steps for 2007</i>	<i>21-22</i>
<i>Performance Enhancement Activities for 2007</i>	<i>23</i>
<i>Strategies in Support of the 2007 Business Plan Goals</i>	<i>24</i>
<i>Appendices</i>	<i>25-33</i>



EXECUTIVE SUMMARY

Child Support Services is a family-first program intended to ensure the self-sufficiency of families by making child support payments a more reliable source of income. During Federal Fiscal Year 2006 (FFY 2006), the Orange County Department of Child Support Services (CSS) distributed over \$176 million in child support collections to children and families. This is a result of CSS staff partnering with custodial and non-custodial parents. Engaged parents are more likely to provide the financial, medical, and emotional support each child needs and is entitled to receive.

The total CSS caseload declined by 2.6% in FFY 2006 to 94,511. Approximately 14.5% of this caseload consisted of families receiving current public assistance, 44% formerly received public assistance, and 41.5% were never assisted. All families, regardless of financial means, are entitled to CSS services at no cost. CSS services include the location of absent parents, paternity establishment, establishment of court orders for the financial and medical support of children, support order modifications, enforcement of support obligations, and the collection and distribution of child support payments.

The primary performance areas measured by CSS are those mandated by the federal government. These are the percentage of current support collected, the percent of cases with an arrears collection, the percent of cases with court orders, and the percentage of children with paternity established. Per case collections and distributed net collections are also gauges of success. In FFY 2006, per case collections increased to an all-time high of \$1,818. The distributed net collections decreased by 1.2% to \$176.2 million. This decrease was directly attributable to the reduction of case load and the time delay in processing payments by the Statewide Distribution Unit (SDU), and the reduction in the number of CSS staff.

2006 Accomplishments

Increased percent of current support collected by 0.8% to 53.9%

Increased percent of cases with arrearage collections by 0.3% to 59.4%

Increased percent of cases with support order established by 1.4% to 81.6%

Increased percent of paternity establishment by 2.1% to 91.3%

Increased per case collections by 0.3% to \$1,818

Collected and distributed \$176.2 million





Since CSS receives no county general funds, it depends entirely on funding from the state and federal governments to conduct operations. In the FY 2006/07 state budget process, CSS experienced its fourth year of flat funding and reduced staffing levels. The lack of adequate funding to offset growing program costs continues to present significant challenges to providing quality customer service and effectively operating the program. To overcome these challenges, CSS has strategically redirected staff, restructured many organizational functions, and sought out technological solutions to maximize program efficiencies.

A commitment to children and the pursuit of operational excellence will continue to be the drivers behind CSS efforts to meet or exceed 2007 performance goals. While there are significant challenges ahead related to the conversion to the statewide California Child Support Automation System (CCSAS), there are also expected benefits: a customer service website, a statewide call center, increased automation for staff, real-time data exchange between counties, document imaging, streamlined processes, and automatic case closure.



VISION, MISSION & PERFORMANCE MEASUREMENT

VISION

Partnering with parents
to achieve family
self-sufficiency.



CSS is dedicated to serving children and strives for a shared commitment from parents. Engaged custodial and non-custodial parents are more likely to provide financial, medical and emotional support, voluntarily, and consistently. Staff proactively seek to meet the needs of children and families in the most efficient and effective ways to ensure each experience with a customer is conducted professionally and in an understanding manner.

Child support services are mandated by Title IV-D of the Federal Social Security Act. These services are now provided free of charge to all families in California. Services are provided automatically to any child receiving public assistance—including medical assistance, foster care or CalWORKS, and upon request in all other cases. Available services include the location of absent parents, paternity establishment, establishment of court orders for the financial and medical support of children, support order modifications, enforcement of support obligations, and the collection and distribution of child support payments. Tools utilized to enforce court ordered support include wage garnishments, interception of federal and state tax refunds, bank levies, real property liens, credit reporting, and the suspension of business, professional, and drivers' licenses.

The 2007 Business Plan seeks to increase performance on the federal and state mandated measures over those achieved in 2006. To reach these goals, staff will be challenged to overcome the issues created by implementation of CCSAS, a reduction in staffing, and changes in process management.



MISSION

*To enhance the quality of life
for children and families by
establishing and enforcing
court orders for the financial
and medical support of chil-
dren in an effective, efficient
and professional manner.*

Process Management

Compliance – CSS Quality Assurance Program Improvement (QAPI) staff conduct an annual compliance review to determine if CSS has complied with mandates regarding case processing timeframes and program administration. CSS continues to be in “substantial compliance” with all state and federal requirements. The most recent compliance review results are:

Case Review – A 90.7% compliance rate was achieved, which exceeds the federal minimum of 75%.

Expedited Process – 93.5% of orders were obtained on cases within the first six months of service, exceeding the required 75%. In 99% of the cases orders were obtained within twelve months, exceeding the required 90%.

Program Administration – All procedural requirements were met, including Required Notices, Case Application, Safeguard Activity Report, Declaration of Paternity, Case Transfer, Complaint Resolution, Co-locate, and Compromise of Arrears Programs.

Data Reliability – The Federal Office of Child Support Enforcement (OCSE) conducted a data reliability audit of CSS in February 2006. The audit report did not identify any deficiencies in the eight performance indicator lines. CSS consistently monitors data reliability to ensure that standards are met.



Performance Measure: Percent of Collections on Current Support

Measurement

Collections on Current Support measures the total amount of current support collected each Federal Fiscal Year as a percentage of the total amount of current support due.

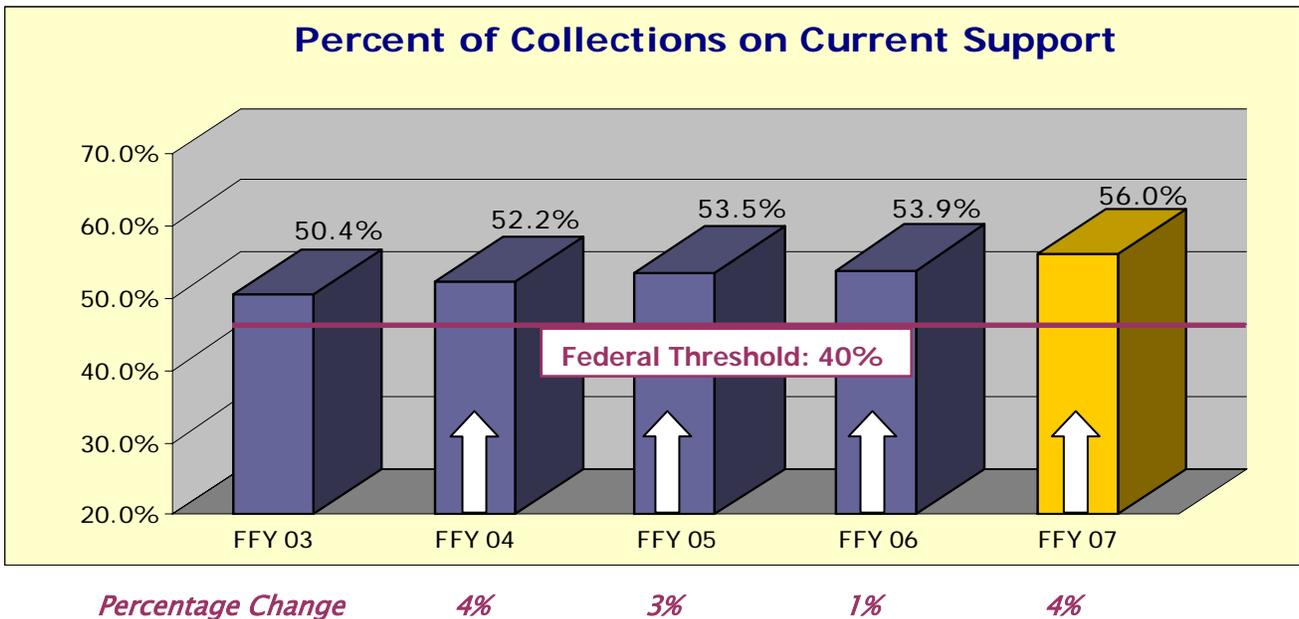
Value

Collections on current support are essential to the well-being of children and promotion of family self-sufficiency. The reliability of current support enables a family to meet basic living and medical needs, reducing the need for public assistance. Data confirms the collection of current support reduces the number of CSS clients on public assistance as well as reimbursing taxpayers for the costs.



Outcome

Collections on Current Support is the most critical of the child support Federal Performance Measures. CSS collected 53.9 % of the total current support owed in FFY 2006. This exceeds the federal performance minimum of 40%.



Performance Measure: Percent of Cases with Arrears Collections

Measurement

Collections on Arrears measures, as a percentage, the number of cases with arrears collections during the Federal Fiscal Year compared to the total number of cases in which arrears are owed.

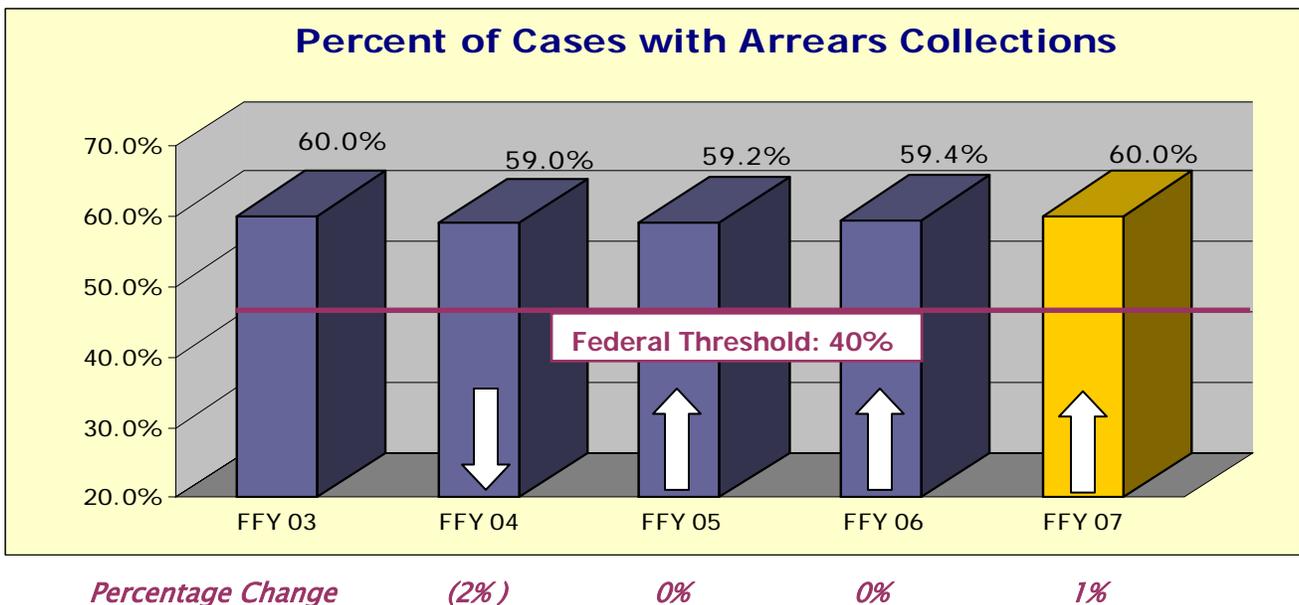


Value

Payment on arrears, along with current support payments, provides a family with income for basic needs. In welfare cases, collections on arrears also reimburse taxpayers for the cost of public assistance. CSS is required to make “some” collection on arrears as part of any court order or order assigning wages.

Outcome

CSS continues to focus on early intervention with clients to reduce or eliminate arrearages. CSS collected in 59.4% of cases with arrears owing. This exceeded the Federal Performance minimum of 40%.



**Performance Measure:
Percent of Cases with a Support Order Established**

Measurement

Support orders are broadly defined as all legally enforceable orders, including orders for medical insurance and zero dollar support orders. Percent of Cases with a Child Support Order is measured by cases with support orders established as a percentage of total cases requiring the establishment of support orders.

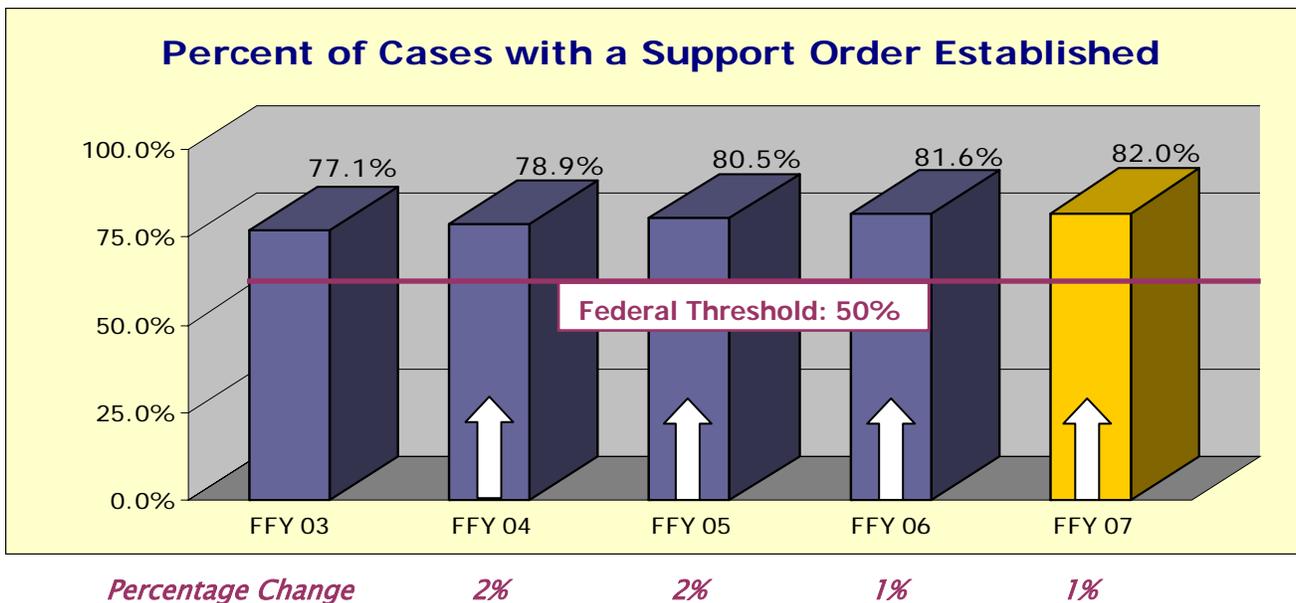


Value

The prerequisite for collecting child support is establishing a support order. Support obligations are established when the court issues an order directing a parent to support his or her child(ren) and/or former spouse. Court orders are necessary to enforce child support, public assistance reimbursement and/or medical support. There is a specific timeframe by which CSS is legally mandated to establish a support/paternity order.

Outcome

Percent of Cases with a Support Order Established increased to 81.6% in 2006. This exceeds the federal performance minimum of 50%.



Performance Measure: Percent of Paternity Established

Measurement

The Percent of Paternity Establishment is measured as a percentage of the children in the caseload for which paternity has been established.

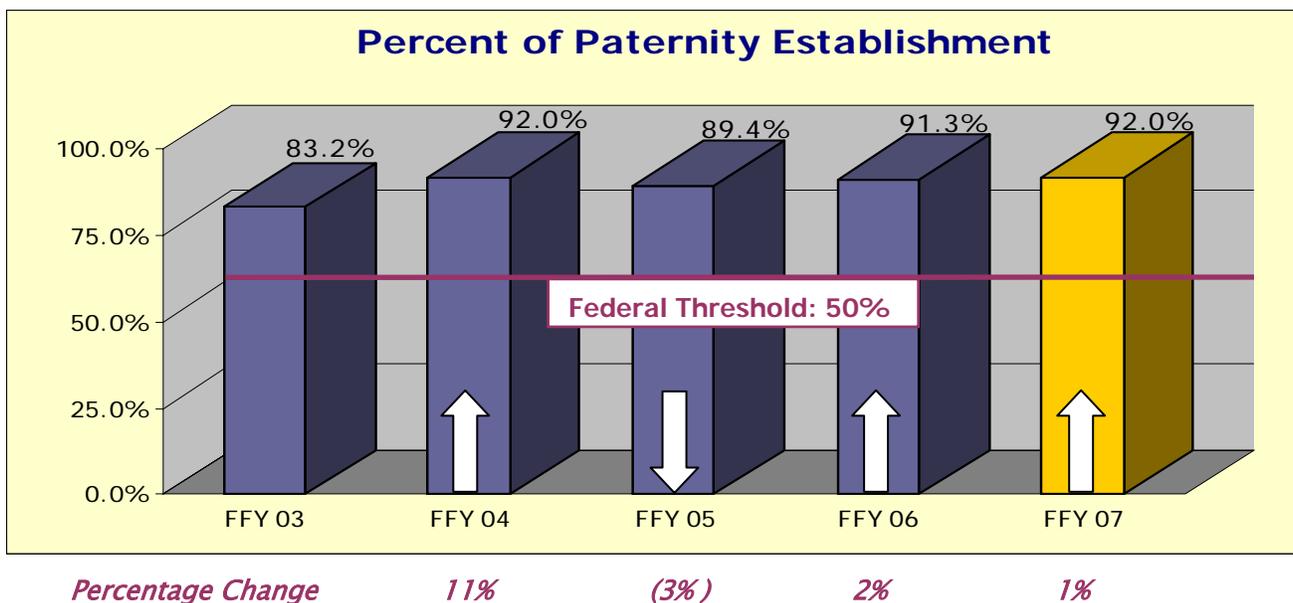


Value

Establishing paternity or “legal fatherhood” is the first step to obtaining a support order for a child born to unmarried parents. Paternity establishment provides the same legal rights to a child of unmarried parents as to one born to married parents. Paternity rights for a child include parental support, legal documentation of biological parents, and access to medical support, life insurance, inheritance rights, and certain federal benefits, such as Social Security or Veteran’s benefits.

Outcome

The percent of Paternity Establishment increased to 91.3% in FFY 2006. This exceeds the federal performance minimum of 50%.



Other Performance Measures

Collections and Distribution

For FFY 2006, Distributed Net Collections were \$176.2 million. While this represents a small decrease in overall collections, the collections per case increased 0.3% to \$1,818. The overall decrease is attributable to a decline in caseload, the delay in payment processing at the Statewide Distribution Unit (SDU), the slow-down in real estate refinancing, and the reduction in the number of CSS staff. Collections on real property liens were down \$2.5 million or 41.7% from FFY 2005. Collections attributable to the Internal Revenue Service, Franchise Tax Board, Unemployment Insurance, and Workers Compensation also declined in FFY 2006. These decreases were partially offset by increases in collections from wage assignments and collections from other states.



CCSAS and CalWIN Milestones

In September 2006, CSS successfully implemented the California Child Support Automation System (CCSAS) Version 1. Version 1 establishes a statewide database system. The Statewide Distribution Unit (SDU) was also implemented. The SDU centralized the processing of collections and distributions. CSS began SDU processing in January 2006. In preparation for this major change in payment processing, an extensive outreach campaign was conducted to minimize problems for customers.

CCSAS has also provided automation enhancements to permit the proportional allocation of support in multiple cases. It also allows enhanced locate and interface capabilities, connecting local child support workers to workers in other states.

The implementation of the CalWin automation system by the Orange County Social Services Agency (SSA) in 2006 also impacted CSS due to the interface between child support enforcement and the Cal-Works and TANF programs. CSS and SSA worked together to prepare for CalWIN and its impact on services. The transition was one of the most successful in the state, due to the excellent communication and collaboration between the two agencies.



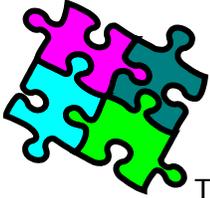
Performance Comparison

As a performance-based social services program, the annual outcomes achieved by CSS are an important contributor to the State of California's success in meeting minimum mandated performance standards. As one of the six largest counties in California, CSS has consistently maintained a high level of performance when compared to California's "Big 6".

2006 Big 6 Performance

FFY 06	Minimum Federal Standards	Orange	Los Angeles	Riverside	Sacramento	San Bernardino	San Diego
Total Caseload	n/a	94,511	468,413	89,714	78,926	140,164	112,037
Percent of Paternity Establishment	50.0%	91.3%	83.7%	94.0%	97.6%	80.5%	83.2%
Percent of Cases with a Support Order Established	50.0%	81.6%	75.5%	74.1%	84.2%	68.7%	82.4%
Percent of Current Support Distributed	40.0%	53.9%	45.4%	44.7%	47.0%	45.6%	49.8%
Percent of Cases with Arrears Collection	40.0%	59.4%	47.0%	53.1%	57.0%	55.7%	55.7%





Solving the 2007 Business Puzzle

Overview

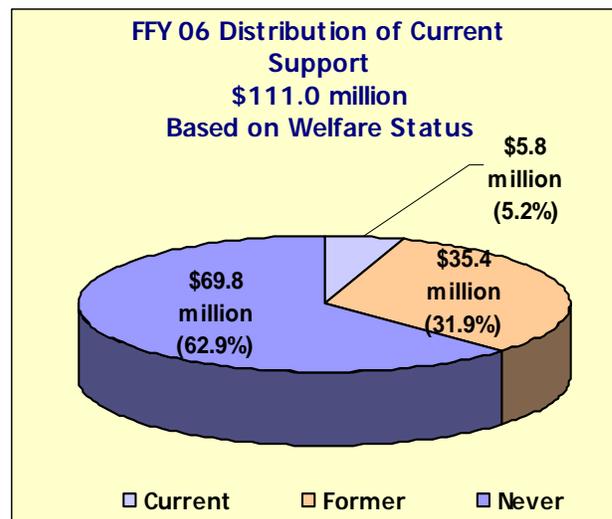
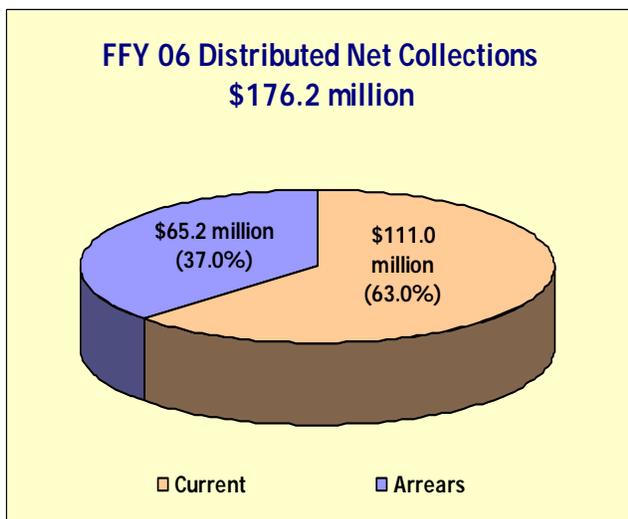
There are many components to successfully establishing and enforcing child support. First is the dedicated, engaged, trained, and well-informed CSS Staff. Secondly, and just as important, is a close understanding and partnership with our clients, focused on helping them fulfill their parental responsibilities. Third is the cooperation and collaboration we need from public and private employers. Fourth is the cooperation of our government partners. Finally, but absolutely essential, is a well structured and accountable organization that works together to ensure top performance and efficiency.

Our Clients

Initially established as a revenue recovery activity to offset public assistance costs, the child support program now seeks to provide a dependable income source for children and families. Families are profoundly impacted in their ability to achieve self-sufficiency and reduce or eliminate public assistance when consistent child support payments are received. The collection of child support provides for the necessities of life and is often the most critical factor in providing nutritional food, clothing, an adequate home, and participation in school activities.

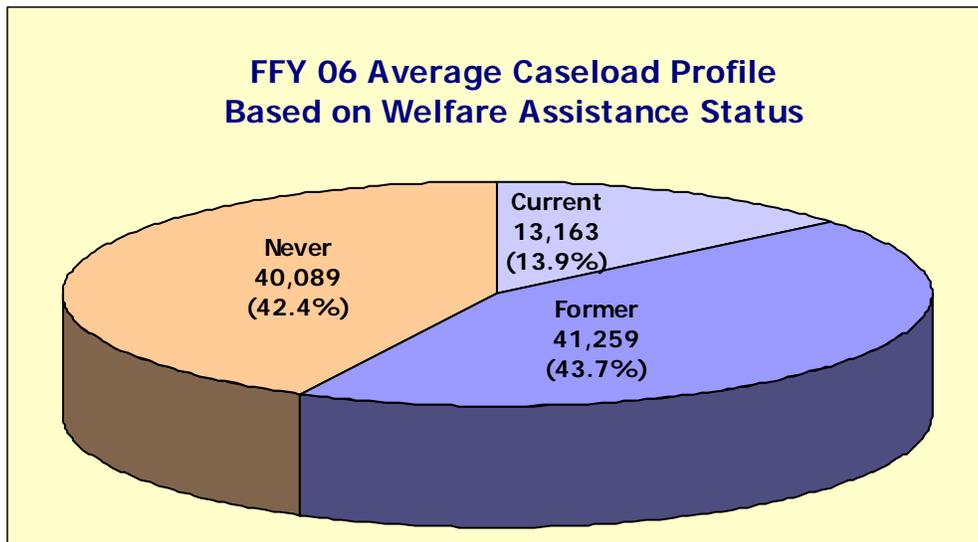
In FFY 2006, 94.8% of collections on current support were distributed directly to families. Such financial support is crucial for families with income at or below the poverty level and those seeking to leave public assistance.

The following charts provide the FFY 2006 breakdown of distributed net collections and distribution of current support by client welfare status.



There were 94,511 active cases in the CSS caseload at the conclusion of FFY 2006. Of these, 49% of the caseload lives in Santa Ana and Anaheim. Approximately 54% of the caseload speaks English, 28% speak Spanish, and 17% speak other languages.

CSS serves clients throughout the County of Orange, California, other states, and foreign countries. The graph below shows the number of cases in each welfare status.



Quality customer service has been a powerful tool and a major driver in the success of CSS over the last 10 years. Customer services designed to improve performance include payment by credit cards, simplified non-welfare applications, online applications, and expedited support orders.



Staff Communication

Communication with staff is critical to the success of CSS. Understanding what CSS does, how decisions are made, and why changes occur, both improves morale and builds confidence. Good communication results in greater staff engagement and commitment to the vision, mission, and goals of CSS. During 2006, the department began "The CSS Way" in which staff at all levels are invited by their managers to attend various meetings where information is shared and decisions are made. The purpose is to demystify the department's management, assist staff in gaining a broader understanding of CSS, promote "big picture" thinking, and expose staff to areas outside their day-to-day experiences. Communication with staff include team meetings, roll-out of the Business Plan and Quality Assurance/Program Improvement Plans, quarterly Town Hall meetings, and newsletters, trainings, managers' forums, lobby displays, the employee suggestion program, Labor Management Committee, Policies and Procedures Manual, Learning Resource Center (LRC), CSS Department Handbook, and electronic reader board.

On August 2006, CSS celebrated its 4th annual Staff Appreciation Day. Managers hosted staff at a barbecue co-sponsored by the Orange County Employee's Association. A video of appreciation from managers and supervisors was streamed to each employee's computer desktop thanking and acknowledging staff for their contribution to CSS and its many achievements.

The Support Report
December 2006
The Newsletter for the Orange County Department of Child Support Services
December 2006

Volume 5, Issue 4

Inside this Issue:	
Holiday Hop Extravaganza	2
Are You Prepared for Take-off?	3
Communication, Who Needs It?	3
The TASC Experience	4
Word Search with Opportunities	5
Employee Suggestion Program	5
Court Community Workgroup	6
KUDOS	6
Dear Director	7
Employee of the Month	7
Team of the Quarter	8
Supervisor of the Month	8
Manager of the Month	8
New Hires	9
Promotions	9
Service Pins	9
United Way Update	9

Running on...

It happens every year around this time - one year ends and a new one begins. The year always brings with it optimism - why not make those resolutions it a sense of optimism for the New Year's resolutions every year!

Making predictions for the coming year is another New Year's tradition. Here's my list of predictions for CSS for 2007:

- CSS will make a successful transition to CDSAS with the hard work of many dedicated staff coming to fruition. Case workload will bid a fond farewell to ARS and will maximize the use of CDSAS as a tool to accomplish the important work of the department.
- The department's performance will continue to improve as we see increases in collections on current support and arrears. Medical support will also be an area of focus as this addition to the federal performance measures influences the work we do.
- We will continue to seek the most efficient and effective ways of getting the job done to the benefit of the families we serve through employee suggestions, review of business practices and organizational structure, and improved partnerships with customers, the courts, and others.
- CSS staff will hear the following messages loud and clear: "You make a difference at CSS!" "Quality work day by day." "Case by case is what makes CSS successful." "CSS staff are our most valuable resource and our best hope for the future!"

May the holiday season bring joy and happiness to you and your families!
Happy Holidays!
Jan Sturza

CSS Receives the 2006 WICSEC Outstanding Program Award
By Cindy Tran-Cheng and Magara Monzo

...consistently and comprehensively exemplifying the best in child support enforcement...

web: www.css.ocgov.com

Editor: Nancy Burgin-Jiraan
Contributors: Patty Brasley, Mary Krueger, Gloria Land, Barbara Miamok
Photographer: Ruben Padilla

Customer Communication

Proactively communicating with customers and educating the public on the importance of child support has been the primary focus of the Public Information and Outreach team this year. In 2006, several activities were undertaken to improve customer service and reach out to the public. These include participation in the Police and Correction Team Program, where CSS Outreach staff provides information about child support services to newly released parolees as part of their transition into the community. CSS also created a radio and magazine campaign regarding child support services. A customer service survey is currently being conducted to assess how effectively services are being provided by CSS.

Department Organization

Operations

Operational teams are tasked to manage over 94,000 cases at CSS. Cases must be managed in a timely manner to meet state and federal mandates. The work is structured into specialized functions.

Intake, Case Initiation, and Establishment Teams: These teams initiate the child support case opening process. They take the steps necessary to establish appropriate child support orders.

Public Service Teams: These teams conduct face-to-face meetings with over 2,000 customers each month. They resolve case issues involving the Franchise Tax Board, credit reporting, and state licensing. The Telephone Assistance Service Center receives 30,000 telephone calls each month.

Specialized Teams: These teams process mail, transfer case files between units, image documents, manage service of legal process, prepare support order modifications, support the legal staff in court, and review and package legal documents.

Enforcement Teams: These teams provide case management, conduct case research, and ensure all compliance requirements are met within mandated state and federal time frames.

Financial Teams: These teams create accounts, perform arrearage and interest calculations, and administer financial history reviews.

Ombudsmen and Complaint Resolution Teams: The Ombudsman team reviews customer problems in an attempt to resolve them at the earliest possible time. Complaint Resolution staff prepare and present information to Administrative Law Judges when a case review is requested by a client.



QAPI and Program Teams

The Quality Assurance/Program Improvement (QAPI) team provides support functions to the core areas within CSS. Key areas of responsibility include data validation of state reports, unit assessments, identification of appropriate staffing levels, annual compliance reviews, and data reliability audits. QAPI plays a key role in CCSAS conversion activities, including data cleansing and data validation.

The Program team is responsible for analyzing legislation, regulations and state directives that impact operations at CSS. The team works with the courts and SSA to facilitate discussion and resolution of issues. The team also plays a key role in CCSAS, including change management and system verification testing, and ensures that standardized business practices are followed throughout CSS.

Research

The Research team develops, maintains, interprets, and evaluates data. Conclusions and analysis of the data are formalized into reports that serve as management tools for redirecting resources, evaluating efficiencies, and increasing performance.

Legal Services

The Legal Services unit is primarily responsible for the formal court processes necessary to establish and enforce court orders. As an early intervention strategy, legal staff has focused on operational efficiency and court accessibility by reducing continuances. Key contributing actions for improving performance and collections by legal staff include child support modification hearings, seek work orders, and contempt of court hearings. Our partnership with the local courts continues to be a significant factor to achieving success. Cases are normally calendared for court hearing within 50 days of a request, which is significantly below the state's average.



Training

The CSS Training team continues to support the department's performance improvement and staff development goals by offering a comprehensive training program. The new CSS employee is supported in his/her adjustment to their new responsibilities through a New Employee Orientation program, as well as a state-mandated Child Support Program Orientation. In 2006, primary focus was placed on training topics related to CSS core business, with a secondary focus on supervisory and management development. New training delivery methods were explored with participation in web seminars, video trainings, and e-learning modules.

Partnerships

A broad range of partnerships is necessary to address the complex nature of the business of child support and the complexity of the lives of CSS customers. The partnership CSS has with non-custodial and custodial parents is the most important. Other collaborative partners are public and private employers, the Orange County Board of Supervisors, the Orange County Executive Office, the California Department of Child Support Services (DCSS), the Orange County Auditor-Controller, the Orange County Social Services Agency, the Orange County Probation Department, the Office of the Orange County District Attorney, the California Franchise Tax Board, the Internal Revenue Service, the Orange County Superior Court, the California Department of Justice, the California Department of Motor Vehicles, and the California Employment Development Department. Each entity plays an important role in the success of CSS.

Business Continuity/Disaster Planning

CSS has developed a Business Continuity Plan to ensure continuation of the critical child support business functions in the event of a major disruption. This plan ensures CSS is in compliance with federal regulations. In the plan, CSS has identified potential disaster and emergency situations that could impact business operations. Staff has planned and documented strategies for dealing with and recovering from potential emergencies.

Technology

Technology continues to provide greater opportunities for CSS in times of diminished budgets and limited resources. CSS looks to technology to assist employees in providing faster, friendlier, and better customer services. The CSS/CEO Information Technology team and outside vendors have collaborated with staff on numerous projects to enhance customer service. These projects include an automated client check-in process, internet online services, an online business practice resource, the Learning Resource Center (LRC), and document imaging.



Organizational Evaluation

In 2004 CSS began a strategic operational planning process to address how the department will operate if funding remains level or is reduced over the next three to five years. The four primary objectives of the Strategic Operational Planning Committee's efforts are:

- 1. Identify operational priorities and align with funding*
- 2. Hire and develop the right people for CSS careers*
- 3. Ensure CSS uses a strategic process to review its organizational structure and redesign that structure for increased efficiency and effectiveness*
- 4. Actively participate in the development of CCSAS with the DCSS*

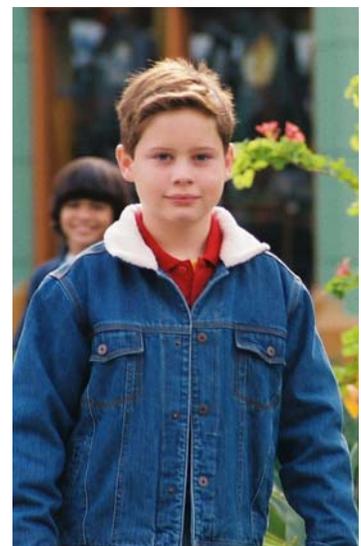
CSS has focused on its involvement with the statewide child support automation system by dedicating staff to coordinate communication about CCSAS development to all employees, assigning staff to participate in CCSAS committees, and providing high level input to ensure necessary system functionality. Orange County has advocated for the inclusion of a training or practice environment to train staff as well as a customer option to pay by credit card. DCSS has agreed to provide both in CCSAS Version 2.

Workforce efforts in 2006 included the update and redesign of recruitments, revision of outdated job specifications, and the focus of recruitment practices to hire for attitude and train for skills. Training efforts continue on utilizing the Performance Improvement Plan (PIP) as a tool to develop staff, as well as establishing PIP goals that contribute to the mission and goals of CSS.

An Organizational Development Team (ODT) was created in 2006 to assess processes and efficiencies to improve performance. Team reorganizations also occurred during 2006 to accommodate a reduction in staffing caused by budgetary issues.

Administrative Services

The Administrative Services division consists of Accounting Services, Facilities, Fiscal/Management Services, Human Resources, Research, and Training teams. In addition to day-to-day efforts, all areas of Administrative Services are involved in current preparation efforts for CCSAS. The Accounting team has already experienced direct service delivery impact due to implementation of the SDU. As a result, staffing levels have been reduced as duties previously accomplished by Accounting staff have been assumed by the SDU.



ESSENTIAL STEPS FOR 2007

Increasing performance is important as we strive to improve the quality of life for the children and families of our community. Efforts by CSS each year to improve performance on the federal performance measures and other goals continue to meet with success. In 2007, CSS will continue the essential business practices and projects that proved successful in 2006. In 2006, performance improvement projects focused on targeted outreach to increase non-welfare collections, the reduction of default orders, and early intervention with non-paying parents to increase compliance with court orders. It is critical for CSS to strategically plan and to utilize technology to meet the performance goals established for FFY 2007:



2007 Business Plan Goals

Measures	FFY 06 Actuals	FFY 07 Goals	Percent Growth
Percent of Current Support Distributed	53.9%	56.0%	3.9%
Percent of Cases with Arrears Collection	59.4%	60.0%	1.0%
Distributed Net Collection	\$176,158,425	\$179,700,000	2.0%
Per Case Collection	\$1,818	\$1,849	1.7%



2007 Challenges

CSS has identified significant challenges to success in 2007. These are the management of diminishing resources, the conversion to CCSAS, and the implementation of a new federal performance measure related to the enforcement of medical insurance for children.

Resource Management

The cost of doing business at CSS rose in FFY 2006, due primarily to increases in employee salaries and benefits. In FFY 2006, CSS carried a staff vacancy factor of over 12% and was compelled to use one-time child support trust fund revenues to balance the budget. CSS continues to evaluate and assess core services, redirect staff where the greatest need occurs, review all budgetary items for savings opportunities, and assess organizational design for appropriateness.

Conversion to CCSAS

CCSAS will be the single statewide automated system for the child support program when all California counties have converted by 2008. The system is intended to deliver effective and efficient services to all system users and program clients.

In the summer of 2007, CSS will be the first large county and first ARS Consortium county in California to convert to the new system. CCSAS will provide a central data base for child support cases and have the associated functionality to support child support enforcement activities. CSS will face many challenges in implementation of this new system. They include:

1. Maintaining day-to-day activities of providing financial and medical support services to parents and children served by CSS.
2. Identifying the differences in the system's functionality and the impact on current business practices.
3. Staff training.
4. Communicating changes to staff and customers.

Performance Enhancements for 2007

Ultimately, the goal is to create a child support program that families can rely on as a dependable, consistent income source. CSS will continue to focus on its core functions and analyze business practices to become more effective and cost-efficient. Every effort will be made to meet the performance goals set for FFY 2007. To reach these goals, the following strategies will be implemented or continued:

- ◆ Focus on targeted outreach to Orange County cities in an effort to increase non-welfare cases and collections
- ◆ Reduce the number of court continuances
- ◆ Intervene at the earliest possible moment with non-paying parents to increase compliance with court orders for the support
- ◆ Analyze department activities to insure the most effective and efficient strategies, operational designs, and program improvement projects are pursued or maintained
- ◆ Implement the CCSAS conversion in the summer of 2007
- ◆ Utilize technology to improve efficiencies and performance
- ◆ Develop training to meet changing operational and staff development needs
- ◆ Evaluate performance gaps as a step to improving effectiveness and efficiency
- ◆ Utilize private contractors to enhance collections
- ◆ Increase court order modification
- ◆ Implement processes to identify health insurance availability for children in the caseload.



Strategies in Support of the 2007 Business Plan Goals



Strategy 1: Improve Organizational Performance

Service Plan 1.1 - Reduce default orders

Increase Distributed Net Collections

Increase Percent of Collections on Current Support

Service Plan 1.2 - Intervention with non-paying non-custodial parents

Increase Distributed Net Collections

Increase Percent of Collections on Current Support

Increase percent of Cases with Arrears Collections

Strategy 2: Improve Process Management

Service Plan 2.1 - Increase non-Welfare cases through targeted outreach and
Improve customer service.

Increase Distributed Net Collections

Increase Percent of Collections on Current Support

Increase Percent of Cases with Arrears Collections

APPENDICES

A: Statement of values

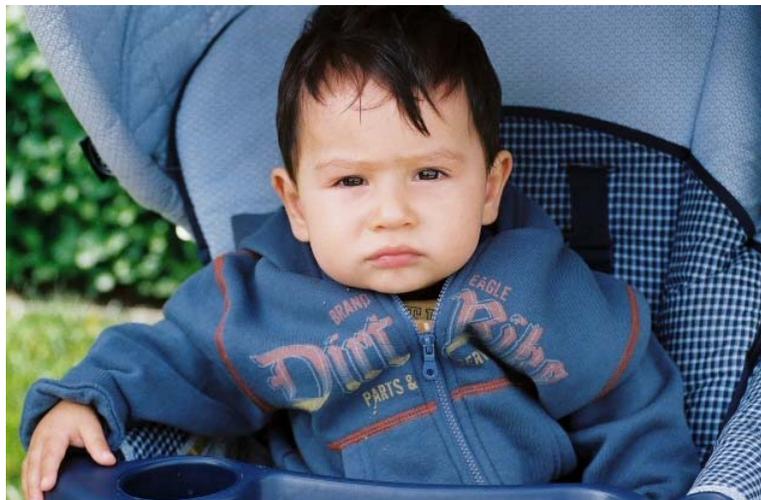
B: Organizational Chart

C: Organizational Structure

D: Teams

E: 2006 Accomplishments

F. Child Support Services Fact Sheet



Statement of Values

We value....

Commitment to Children

We believe in a shared commitment among parents, the community, and our public and private partners to put the well-being of children above all else.

Fairness and Respect

We embrace the diversity of people, recognize their needs, and treat each individual with fairness, equity and consideration.

Quality of Customer Service

We are committed to providing timely, courteous, and responsive services to our customers, consistently exceeding their best expectations.

Cooperative Partnerships

We promote sharing, cooperation, and joint effort with families, the community, and our public and private partners in an environment of trust and open communication.

Integrity and Ethical Conduct

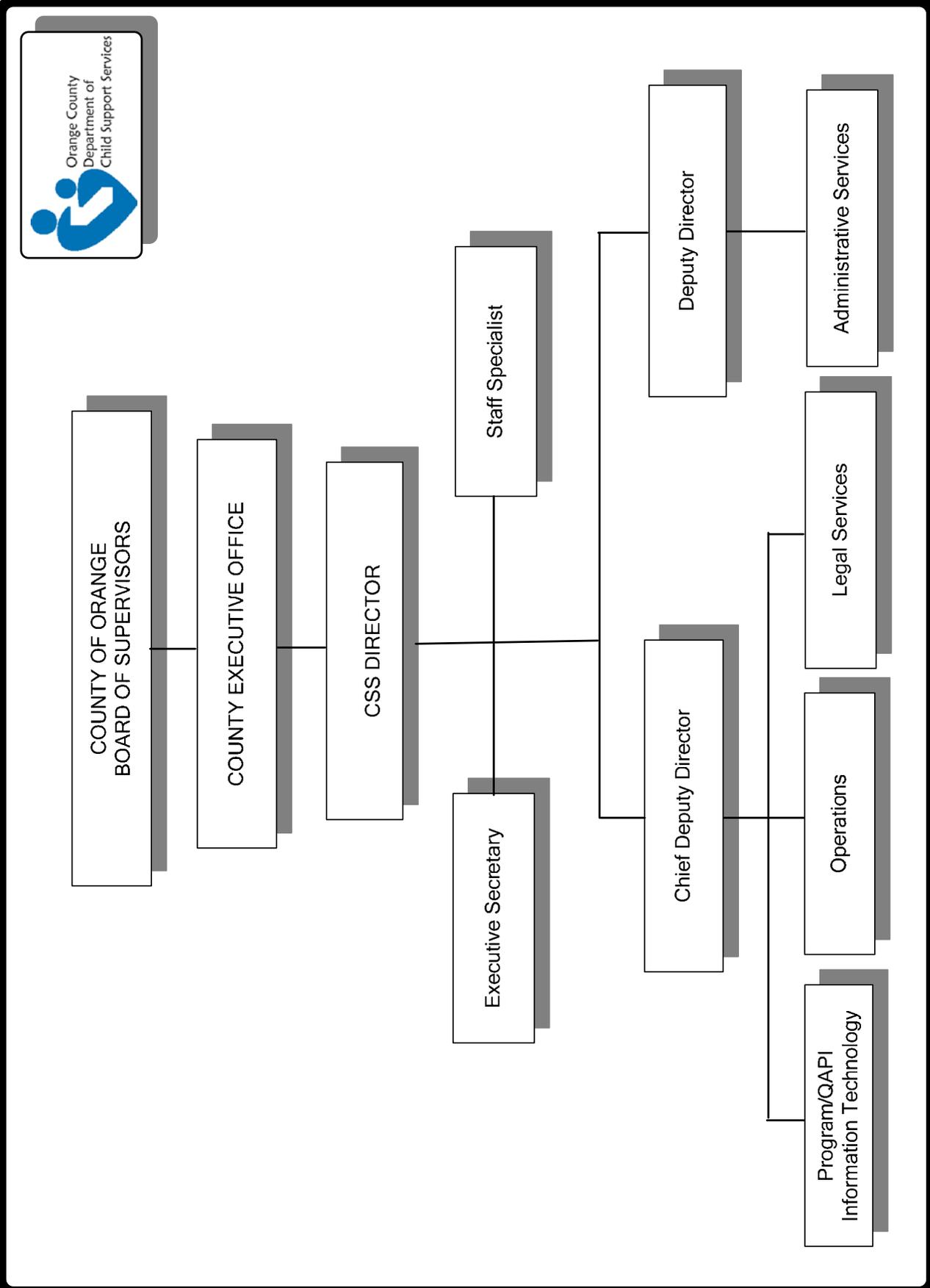
We uphold the highest ethical standards of personal and professional conduct, not allowing personal interests or beliefs to interfere with our professional responsibility.

Operational Excellence

We proactively seek the most efficient and effective ways to meet the needs of children and families.



ORGANIZATIONAL CHART



ORGANIZATIONAL STRUCTURE

CSS deleted 30 vacant positions in 2006 leaving the department with 723 regular budgeted positions. The organizational structure consists of four divisions under the Director of Child Support Services: Administrative Services, Legal Services, Operations, and Program/QAPI/Information Technology. A brief description of each division follows:

Administrative Services - Provides department-wide administrative support functions:

- Accounting Services Unit
- Facility Operations Unit
- Fiscal and Management Services Unit
- Human Resources Unit
- Research Unit
- Training Unit

Legal Services - Provides legal advice and direction to office leadership, case specific advice and direction, and handling of all case actions involving court interactions:

- Attorney Clerk Unit
- Attorney Unit
- Paralegal Unit
- Investigations Unit

Operations - Provides case management services to clients and other operational support units:

- Enforcement Teams
- Establishment Team
- Financial Team
- Ombudsmen and Complaint Resolution
- Public Contact and Outreach Teams
- Specialized Teams

Program/QAPI/Information Systems - Consists of teams with a specific function in their effort to provide operational directives, ensure program compliance, and technical support services:

- Program Team
- Quality Assurance/Program Improvement Teams
- Information Technology Unit

TEAMS AND COMMITTEES

EXECUTIVE TEAM

Jan Sturla

Director

Steven Eldred

Chief Deputy Director

Winnie Hewett

Deputy Director

vacant

Deputy Director
Legal Services

Nancy Kolodisner

Assistant Deputy Director
Operations

Dolly Lomeli

Assistant Deputy Director
Program/QAPI/
Information Technology

Barbara Mizerek

Administrative Manager II
Human Resources/Training

BUSINESS PLAN TEAM

Strategists: Executive and Management Teams
Authors/Contributors: Jan Sturla, Winnie Hewett, Mark Takayesu, Nicole Lê, Gabriel Jaimez, Maria Nofal, Nancy Burgos-Johnson, Jose Aguilar (Photographer) and children of CSS staff
Rollout Design: Barbara Mizerek , Rita Segovia and Nancy Burgos-Johnson

LABOR MANAGEMENT COMMITTEE

Co-sponsors: Jan Sturla (CSS), Jennifer Canzoneri (OCEA)

Members: Brian McBride (Chair) Martha McCool
Bobby Dunham Marilyn Steiger
Debbie Fyvie Cindy Tran-Chang
Jim Martin

ACCOMPLISHMENTS FOR 2006 BUSINESS PLAN STRATEGIES

The two strategies in the 2006 Business Plan were developed with process efficiency and cost control in mind, while achieving the department's goals of increase distributed net collections, increase percent of collections on current support, and increase percent of cases with arrears collections. The progress and accomplishments are summarized below.

STRATEGY 1 - IMPROVE ON ORGANIZATIONAL PERFORMANCE	
Service Plan 1.1	Reduce default orders.
Express Pre Default Intervention Pre Default Intervention	<p>Overall: 2,164 cases were scheduled for an appointment from October 2005 to September 2006. Out of these cases, 1,124 cases were extracted for financial analysis, as these cases had an established enforceable order through the PDI/XPDI process. Of the 1,124 cases, non-custodial parents stipulated in 339 cases or 30%, defaulted in 467 cases or 42% cases, submitted Answers to Summons & Complaint/Proposed Judgment in 254 cases or 23%, and obtained miscellaneous court actions in 64 cases or 6% cases resulted in miscellaneous actions, i.e. receipt of an existing judgment, pending court action, etc.</p> <p>Distributed Net Collection: Overall, cases with stipulated dollar judgments yielded \$119,702 or 55% in distributed net collection more than cases with defaulted dollar judgments. This is due to the substantial difference in per case collection between the two groups. Specifically, cases with stipulated dollar judgment averaged \$1,150 per case in distributed net collection, whereas, cases with defaulted dollar judgments averaged \$603 per case in distributed net collection, a difference of \$547 or 91%.</p> <p>Federal Performance Measure 3: Cases with stipulated dollar judgments contributed substantially to Federal Performance Measure 3 (percentage of current support distributed). Specifically, cases with stipulated dollar support judgments achieved 60% and cases with defaulted dollar judgments achieved 27% in Federal Performance Measure 3, a percentage difference of 126%.</p>
Service Plan 1.1	Reduce default orders.
Motion for Judgment in Lieu of Default	<p>Field Service Unit forwarded 100 cases ready to be processed as default judgments to the legal team. The legal team filed and served a motion for judgment with the court in each of these cases as an alternative to default. Legal team tracked these cases for performance in relation to the service plan objective.</p> <p>As a result, 31% of these cases proceeded to judgment by contested hearing with appropriate orders being set. The practice has been adopted as standard business practice for all cases that employed statutory presumed income as basis for proposed judgment. The cases that proceeded to judgment by contested hearing performed above office average and substantially above cases with judgments entered by default.</p>

STRATEGY 1 – IMPROVE ON ORGANIZATIONAL PERFORMANCE

Reduce default orders.

Service Plan 1.2 Intervention with non-paying non-custodial parents.

P50 Modification Project
 The objective of this project is to perform modification review of cases with support orders paying less than 50% of the amount due by wage assignment. The goal is to assess what percentage of cases' performance could be improved by appropriate action.
 Of the 75 cases involved in the pilot, 19 cases proceeded to court hearing and received appropriate actions, four cases were corrected through the screening process by contacting the employer to correct the withholding amount, with regard to the balance of the cases it was learned that the processes employed to contact the obligor parents, telephone calls and letter solicitation, would not be productive. The results of the pilot project will be reviewed for further action in the 2007 plan year.

Service Plan 1.2 Intervention with non-paying non-custodial parents.

Call Blast Project
 This project was designed to provide early intervention for non-custodial parents that had been making payments but recently stopped. The objective of this project is to use the PhoneTree auto-dialing system to contact and remind these non-custodial to make payments. The target audience was non-custodial parents who reside in California and had not made payments within 60 days, but had made payments during the 90 days prior. The PhoneTree auto-dialing system was used due to its minimal impact on resources and ability to perform outside normal business hours.

Since inception in December 2005, approximately 1,500 calls were made through the Call Blast Project. Of the calls made, approximately 72% of the calls were answered. During such period, a total of 743 payments were received after the calls were made on these cases. With collaboration from the Legal Team, a more persuasive call script was created thereafter for the non-custodial parents contacted from the previously and still failed to make a payment. In August 2006, a total of 645 calls were made using the Legal script and 81% of these calls were answered. During such period, a total of 220 payments were received after the calls were made.

Service Plan 1.3 Create a plan to identify children in CSS caseload who have medical coverage through collaborations with other interested County departments.

Medical Match with Public Consulting Group (PCG)
 CSS contracted with a private vendor, Public Consulting Group (PCG) services to identify dependents with health insurance. CSS' QAPI and Program staff worked with the vendor to identify the population and review the initial data. Research was conducted by contacting the custodial parents and/or updating the incomplete records in ARS.

There were 17,360 "raw" matches where dependents were initially identified as having private health insurance through Pug's National Commercial Match.

A random testing was done and concluded that approximately 16% of NCP-provided health insurance are unknown in ARS.
 This review provided ARS with the accurate reporting information not only for the customers but also for ARS to report accurately for the CS1257.

STRATEGY 1 – IMPROVE ON ORGANIZATIONAL PERFORMANCE

Service Plan 1.3
Create a plan to identify children in CSS caseload who have medical coverage through collaborations with other interested County departments.

Process Review and Improvement
 QAPI staff reviewed (and corrected where necessary) 656 cases identified with a negative health indicator in ARS. The updates to ARS directly impacted the case count for cases with an order for health insurance for the CS1257. Changes to the CS1257 report were incorporated to comply with the new federal and state requirements for reporting cases not only with health insurance/medical support ordered but also to include cases with the actual health insurance provided and identifying the provider of the insurance, NCP, CP, or other party. In addition, an area assessment was conducted with the Medical Support Desk. The assessment provided staff with detailed instructions to accurately update the system by contacting the NCP, CP, employer and program administrator for health insurance information for the dependents. The streamlined processes increased efficiencies in this area as well and also provided a statistical reporting structure.

STRATEGY 2 – IMPROVE PROCESS MANAGEMENT

Service Plan 2.1
Increase non-welfare cases through targeted outreach.

Public Outreach
 In FFY 06, Public Outreach Unit provided presentations based on various child support topics. In addition, Public Outreach Unit staff prepared, printed, distributed child support literature and was available to answer participants' questions at various events. The following is a brief synopsis of Public Outreach accomplishments in FFY 06:
 Public Outreach Unit staff participated in 16 public information/outreach events in which 3,105 people attended community-based networking events or presentations, 955 people visited the CSS table/booth special events requesting child support information, and community members of collaborative organizations participated.
 In addition to these events, Public Outreach Unit staff:
 Created a new, more professional style brochure entitled "The Smart, Easy and Inexpensive Way to Deal with Child Support Issues", providing an overview of services offered by CSS. Partnering with community-based organizations (day care centers, schools and churches) over 6,000 brochures were distributed for customers;
 Assisted in the creation of a new Child Support Awareness Month poster, and distributed 100 posters to county agencies; City Halls; CEO's Office; and the State Child Support Office;
 Collaborated with San Diego and Los Angeles County Child Support agencies in the design and placement of a service advertisement in Di-
 vorce Magazine; and
 Orchestrated a radio campaign to run 30 second and 60 second radio spots with local radio stations. Approximately 150 radio spots were run in a 4 week period. The radio campaign targeted previously underserved communities and resulted in a significant increase in case openings during the campaign.
 Website Design Project. In FFY 06, CSS enhanced the on-line submission process available to clients, making it easier to submit service requests on-line. As a result of this improvement, CSS received a total of 3,865 on-line service requests in FFY 06.
 Challenges/Lessons Learned this Year. In 2006 Public Outreach resources were focused on marketing to underrepresented areas of the county. This was accomplished by creation of a new CSS brochure designed to attract potential customer pools such as daycare centers, private gyms, schools, & churches. Public Outreach also engaged in marketing via magazine publications & radio advertisements.

CHILD SUPPORT SERVICES FACT SHEET

Main Location

1055-1015 North Main Street
Santa Ana, California 92701

Branch Locations

Intake CW East

1928 South Grand, Building C
Santa Ana, California 92705

Intake CW West

6100 Chip Avenue
Cypress, California 90630

Intake CW North

3320 East La Palma
Anaheim, California 92806

Intake CW South

23330 Moulton Parkway
Laguna Hills, California 92653

Number of Employees: 723

County Adopted Budget FY 06/07:

Appropriations: \$56.6M

Revenue: \$58.2M

NCC: (\$ 1.6M)

FFY 06 Caseload:

94,511

FFY 06 Collections:

Total	\$176.2 million
Per Case	\$1,818

